

University of Wisconsin System Overview



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University of Wisconsin System Overview

This paper provides an overview of the University of Wisconsin System including a description of the System's history, governance, missions, enrollment, budget and personnel.

History

Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System consisting of the Eau Claire, La Crosse, River Falls, Stout, Whitewater, Oshkosh, Platteville, Stevens Point, and Superior campuses plus four freshman-sophomore centers. Chapter 100, Laws of 1971, merged the two university systems under a single Board of Regents. The 1971 legislation did not create a single, consolidated statutory chapter to govern the system but, rather, provided for a study committee to develop such a chapter for the merged university system. Legislation passed in 1974 completed the merger process by establishing Chapter 36 of the statutes as the statutory foundation of the University of Wisconsin System consisting now of: 13 universities, a unified, two-year college system with 13 campuses and a statewide extension. The UW system is one of the largest merged systems in the country, enrolling approximately 159,000 students.

The pre-merger University of Wisconsin was created by the State Constitution and implemented

by state law in 1848. At the time of merger in 1971, it consisted of the original land-grant university at Madison (1849); as well as four-year campuses at Milwaukee (created by a merger of extension facilities and a state teacher's college in 1956), Green Bay (1968), and Parkside (1968), plus 10 freshman-sophomore centers (separated from the statewide extension facilities in 1964) and statewide extension. Total 1971 enrollment was 69,554. Governance was by the Regents of the University of Wisconsin, a board of 10 members, nine appointed by the Governor and confirmed by the Senate for nine-year terms, the tenth being the State Superintendent of Public Instruction who served on both the UW and Wisconsin State Universities boards.

The Wisconsin State Universities (WSU) System had its origins in an 1857 state law creating the Board of Regents of Normal Schools. The first of nine such institutions (including Milwaukee) was opened at Platteville in 1866 and the last at Eau Claire in 1916. The normal schools operated as two-year institutions until 1927, when they received authority to grant baccalaureate degrees in education and were renamed State Teachers Colleges. With the addition of liberal arts programs in 1951, they became Wisconsin State Colleges and in 1964 were designated Wisconsin State Universities. Stout, an independent home economics college, became part of the Wisconsin State Colleges in 1955. At the time of merger in 1971, the Board had 14 members, including the State Superintendent of Public Instruction and 13 citizens appointed by the Governor and confirmed by the Senate for five-year terms. The WSU System consisted of the nine universities and four freshman-sophomore branch

campuses with a total enrollment of 64,148.

The current UW System (see Figure I) consists of two doctoral campuses (Madison, Milwaukee), eleven comprehensive campuses (Eau Claire, Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater), thirteen two-year campuses, called UW Colleges (Baraboo, Barron, Fond du Lac, Fox Valley, Manitowoc, Marathon, Marinette, Marshfield, Richland, Rock, Sheboygan, Washington and Waukesha) and a statewide Extension with offices in every county.

Board of Regents

The Board of Regents of the University of Wisconsin System consists of 17 members: 14 are appointed by the Governor and confirmed by the Senate for seven-year, staggered terms; one is a student appointee with a two-year term, also appointed by the Governor; and two ex-officio members, the State Superintendent of Public Instruction and the President or a designee of the Wisconsin Technical College System Board.

The Regents typically meet monthly, except in January and one summer month, and serve without pay. The Board President, Vice President and a full-time secretary are elected in June for one-year terms starting July 1. The President appoints members of the Regents' committees and external bodies. The executive committee consists of the President, Vice President, the chairpersons of the Regents' standing committees, the immediate past President and one other member appointed by the President.

Chapter 36 of the statutes is the legal basis of the Regents' powers of governance. That chapter defines the responsibilities of the Board among which include: (1) governance of the system; (2) mission determination for UW institutions; (3) determination of educational programs to be offered; (4) ensuring that programs are consistent with institutional missions; (5) appointment of a system president, chancellors, deans of the Colleges, the

directors of the Laboratory of Hygiene and the Psychiatric Institute, the State Cartographer, the State Geologist, and the other employees of the University; (6) allocation of funds and adoption of budgets for UW institutions; and (7) establishment of salaries for unclassified UW personnel.

The chapter also enumerates specific Board powers in addition to a general grant of "all powers necessary or convenient for the operation of the system..." Among the specific powers enumerated are those related to: (1) the management of University property; (2) police authority on University property; (3) admission policies; (4) the granting of degrees; (5) parking rules; (6) condemnation of property for the use of the University; (7) the granting of sabbatical leaves to faculty; and (8) the management of endowment and auxiliary funds.

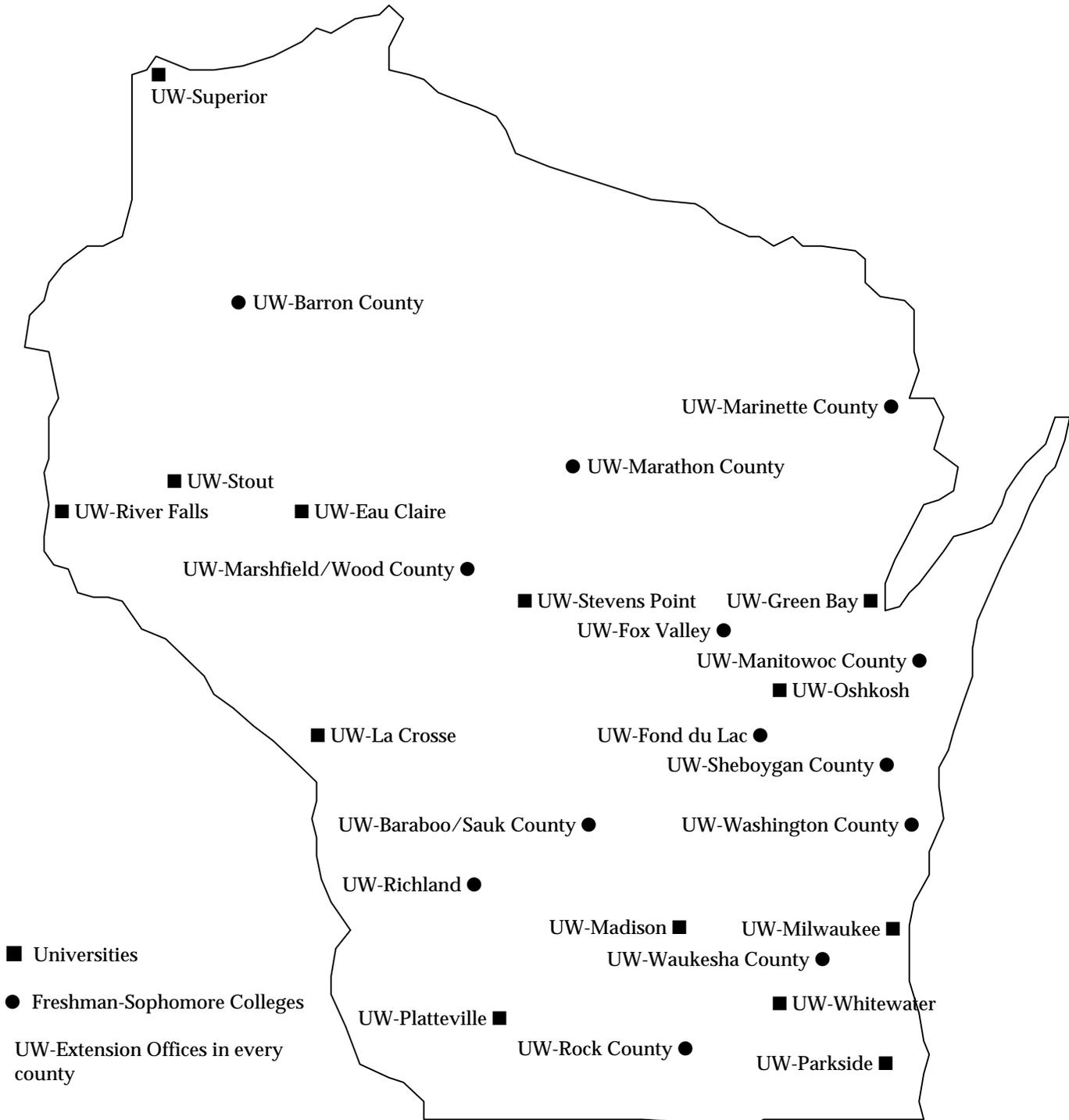
The Board is empowered to appoint the President of the University System; the chancellors and vice chancellors of the 13 universities, UW-Extension, and the 13 UW Colleges; and the deans who head each of the Colleges. All serve at the pleasure of the Board. While the President of the University System has the power to appoint and dismiss each System senior vice president, vice president, associate vice president and assistant vice president, the Board sets the salaries and duties of these administrators.

Administration

The President and chancellors of the University of Wisconsin System are charged with implementing Regent policies and with administration of the institutions. The President, by statute, directs UW System administration, located in Madison, which was established to assist the Board of Regents in: establishing policies; reviewing the administration of such policies; planning the programmatic, financial and physical development of the system; maintaining fiscal control; and compiling and recommending educational programs, operating budgets and building programs for the Board.

FIGURE I

Campuses of the University of Wisconsin System



In addition to a President, there are two senior vice presidents of academic affairs and administration and two vice presidents of finance and university relations within System administration. System administration is organized to serve the Regents' committees. For 2002-03, System administration has a total budget of \$14.0 million and approximately 150 positions.

As executive heads of their respective faculties and institutions, the chancellors are responsible for the administration of their units, subject to Board policy and consultation with their faculties, including curriculum design; degree requirements; academic standards; grading systems; defining and administering institutional standards for faculty appointments, evaluation, promotion and recommendations for tenure; recommending individual merit increases; and auxiliary services and budget management. The chancellors serve at the pleasure of the Board of Regents.

Governance

Faculty. By statute, the faculty of each institution, subject to the responsibilities and powers of the Board, the President and the chancellor of such institution, have responsibility for the immediate governance of the institution and have the right to actively participate in institutional policy development. As such, the faculty have the primary responsibility for academic and educational activities and faculty personnel matters. They have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.

Academic Staff. By statute, the academic staff members of each institution, subject to the responsibilities and powers of the Board, the President and the chancellor and faculty of the institution, have the right to be active participants in the immediate governance of and policy development for the institution. They have primary responsibility for the formulation and

review of all policies and procedures concerning academic staff including personnel matters. They have the right to organize themselves in a manner they determine and to select representatives to participate in institutional governance.

Students. By statute, the students of each institution have primary responsibility for the formulation and review of policies concerning student life, services and interests and may actively participate in the immediate governance of and policy development for the institution, subject to the responsibilities and powers of the Board, the President, the chancellors and the faculty. In consultation with the chancellor, subject to final confirmation of the Board, students are responsible for disposition of those student fees which constitute substantial support for campus student activities. They have the right to organize themselves in a manner they determine and to select their representatives to participate in institutional governance.

Relationships With Other Agencies and Programs

Coordination with the Wisconsin Technical College System. Coordination of UW and Technical College programs is provided for by having the president of each governing board serve as an ex-officio member of the other board. In addition, the two boards have established three joint administrative committees on continuing education, academic programs and physical facilities.

City and County Relationship with the UW Colleges. The counties, and in some cases the cities, in which the two-year UW Colleges are situated own and maintain the campuses, buildings and facilities. Educational programs and services are provided by the UW System.

Special Programs. A number of special programs are affiliated with the UW System by statute. Among these programs are: (1) Agricultural Demonstration Stations--established by the Board of Regents through the College of Agricultural and Life Sciences at Madison for the purpose of aiding in agricultural development; (2) Geological and Natural History Survey--this office is operated by the Board to study the geology, water, soils, plants, fish and animal life of the state; (3) State Laboratory of Hygiene--attached to the UW-Madison and governed by its own board; (4) Veterinary Diagnostic Lab--attached to the UW-Madison and governed by its own board; and (5) State Cartographer--in charge of all mapping, and map distribution functions for the state.

Educational Communications Board (ECB). This agency has responsibility for public broadcasting and distance education. One UW Regent and one UW System designee are ECB board members. The broadcasting station WHA-TV, located in Madison, is managed by the Board of Regents, as licensee. Both the UW Regents and the ECB operate radio stations that are part of Wisconsin Public Radio. The Regents are directed by statute to enter into an affiliation agreement with the ECB for shared responsibilities and facilities regarding the operation of Wisconsin public television and radio stations.

Department of Public Instruction. This agency is responsible for providing direction and supervision of public elementary and secondary education. The Superintendent of Public Instruction is a member of the Board of Regents.

Higher Educational Aids Board (HEAB). This agency has primary responsibility for the state's student financial aid system. The 11 HEAB Board members include a member of the Board of Regents, a financial aid administrator from an institution in the UW System and a UW student.

Missions of UW System Institutions

All thirteen universities award bachelor's and master's degrees. Madison and Milwaukee also confer doctoral degrees. For adults unable to attend classes at a campus, extended degree programs are offered through Green Bay, Platteville, River Falls and Superior. The thirteen two-year colleges provide the freshman and sophomore years of baccalaureate programs and award associate degrees.

The purpose and goals of the UW System and its institutions are defined in three sets of mission statements: a system mission, core missions, and a select mission statement unique to each institution. The core and select mission statements for each institution were originally developed after public hearings and approved by the Board of Regents in 1974. The mission statements are the foundation planning documents which chart the growth and development of the individual institutions. However, a mission statement does not in and of itself provide any particular program entitlement not specifically authorized on its own merits by the Board of Regents. The Board has the authority to consider and approve proposed changes in mission statements as appropriate and has done so on a number of occasions. Each of the types of mission statements is summarized below.

System Mission

The UW System mission is set forth in Chapter 36 of the statutes. It is a broad mission to teach, conduct research, provide extended education beyond the boundaries of the campuses and engage in public service.

Core Missions

Doctoral Campuses (Madison and Milwaukee).

To offer baccalaureate, master's, doctoral and advanced professional degrees, conduct organized programs of research, and support activities designed to promote the economic development of the state.

Comprehensive Campuses (11 four-year institutions). To offer associate, baccalaureate and selected graduate programs (nondoctoral); emphasize teaching excellence; provide a base of liberal studies as a foundation for its degrees; offer programs of preprofessional curricular offerings; engage in outreach and continuing education for citizens in each service region; engage in scholarly activity integral to, and supportive of, instructional programs and teaching excellence; and support activities designed to promote the economic development of the state.

Select Missions

The select missions of each institution define the particular purposes and focus of each campus. These statements are different in format as well as in content for each institution: some are defined in terms of specific client populations to be served, some by specific subject matter to be taught, and still others in terms of educational approach.

The mission of Green Bay to foster an academic plan characterized by interdisciplinary, problem-focused liberal education exemplifies missions defined by educational approach. The select mission of Milwaukee reflects its status as a major urban doctoral university designed to meet the diverse needs of Wisconsin's largest metropolitan area.

The missions of several of the comprehensive campuses are based on areas of emphasis in certain academic fields including: middle school education, engineering, technology management, agriculture and criminal justice at Platteville; communicative disorders, teacher education, paper science, natural resources, and visual and

performing arts at Stevens Point; and agricultural sciences, agribusiness, and agricultural teacher education at River Falls.

The select mission statements of UW-Extension and the UW Colleges exemplify missions defined by client groups:

UW-Extension. To apply University research, knowledge and resources to meet the educational needs of Wisconsin's people wherever they live and work. Its activities include teaching, applied research, public broadcasting and communications and statewide program leadership, coordination and accountability.

UW Colleges (13 two-year institutions). To offer general education associate degrees; serve primarily as freshman-sophomore liberal arts transfer institutions; to place major emphasis on teaching excellence and support the development, testing and use of effective teaching methods; and to cooperate with other UW institutions, Technical Colleges, private colleges and public schools to maximize educational opportunity and resources for the citizens in the campus service area.

Enrollment

Table 1 indicates headcount enrollments for the 2001 fall semester at each of the campuses. Enrollments ranged from 2,787 students at Superior to 40,877 students at Madison. The undergraduate focus of the nondoctoral campuses is reflected in the relatively small ratio of graduate students to undergraduates. In general, there is a higher percentage of nonresident graduate students than nonresident undergraduates.

In addition, the largest percentage of nonresident undergraduates is found at Madison and the campuses where tuition reciprocity agreements

Table 1: UW Enrollment (Headcount) -- 2001 Fall Semester

	Undergraduate			Graduate and Professional*			Total
	Resident	Non-Resident	% Non-Resident	Resident	Non-Resident	% Non-Resident	
Madison*	20,752	9,133	30.6%	4,992	6,000	54.6%	40,877
Milwaukee	19,066	737	3.7	3,346	686	17.0	23,835
Eau Claire	7,770	2,455	24.0	362	56	13.4	10,643
Green Bay	5,055	335	6.2	158	10	6.0	5,558
La Crosse	7,000	1,476	17.4	453	163	26.5	9,092
Oshkosh	9,141	295	3.1	1,463	30	2.0	10,929
Parkside	4,353	546	11.1	105	12	10.3	5,016
Platteville	4,790	516	9.7	182	23	11.2	5,511
River Falls	2,794	2,631	48.5	193	204	51.4	5,822
Stevens Point	7,695	698	8.3	304	38	11.1	8,735
Stout	5,193	2,065	28.5	397	125	23.9	7,780
Superior	1,294	1,138	46.8	221	134	37.7	2,787
Whitewater	8,723	608	6.5	1,012	128	11.2	10,471
Colleges	<u>11,981</u>	<u>396</u>	3.2	-----	-----	-----	<u>12,377</u>
TOTAL	115,607	23,029	16.6%	13,188	7,609	36.6%	159,433

*Includes 1,868 resident and 443 nonresident professional students.

with Minnesota attract a large number of students (River Falls, Superior, Stout, Eau Claire and La Crosse). The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education institutions in either state without paying nonresident tuition. In the fall of 2001, 9,198 undergraduate and 618 graduate Wisconsin residents attended Minnesota institutions and 12,403 undergraduate and 739 graduate Minnesota residents attended college in Wisconsin under this agreement.

Table 2 contains headcount enrollment changes at each campus for the fall semester from 1991 to 2001. For much of this period, most campuses experienced decreasing enrollments. However, higher enrollments in the last four years have somewhat offset enrollment declines during the first half of the period. Overall, enrollment declined by 1,913 students (-1.2%) during the period. The experience of individual campuses during this period has varied considerably. For example, the UW Colleges have increased enrollments by 13.5%, while Superior's and Milwaukee's enrollments have declined by 10.3%

and 6.4%, respectively.

Most of the changes in enrollment levels over the last fifteen years have been the result of four plans approved by the Board of Regents and known as Enrollment Management I, II, and III,

Table 2: Ten-Year Change in Enrollment (Headcount)

	Fall 1991	Fall 2001	Change	
			Number	Percent
Madison	42,997	40,877	-2,120	-4.9%
Milwaukee	25,456	23,835	-1,621	-6.4
Eau Claire	10,495	10,643	148	1.4
Green Bay	5,551	5,558	7	0.1
La Crosse	8,787	9,092	305	3.5
Oshkosh	11,116	10,929	-187	-1.7
Parkside	5,088	5,016	-72	-1.4
Platteville	5,445	5,511	66	1.2
River Falls	5,564	5,822	258	4.6
Stevens Point	8,752	8,735	-17	-0.2
Stout	7,598	7,780	182	2.4
Superior	3,107	2,787	-320	-10.3
Whitewater	10,482	10,471	-11	-0.1
Colleges	<u>10,908</u>	<u>12,377</u>	<u>1,469</u>	13.5
TOTAL	161,346	159,433	-1,913	-1.2%

and Enrollment Management 21 (EM 21). EM I, II, and III were intended to improve the quality of educational services offered at UW institutions by reducing enrollments systemwide and redistributing enrollments from overcrowded campuses to those which had excess capacity. During Enrollment Management I, which extended from the fall of 1987 to the fall of 1990, FTE enrollments were reduced by approximately 4% with the purpose of increasing student access to courses. During Enrollment Management II (fall, 1991 to fall, 1994), enrollments dropped an additional 6%. Between 1986-87 and 1994-95, the number of FTE students decreased by approximately 10%, slightly more than the target of 9.1%. The primary goal of Enrollment Management III (fall, 1995 to fall, 2000) was to maintain high quality educational services while increasing enrollments to accommodate an expected increase in the number of high school graduates. Since fall, 2001, the UW System has managed enrollment through the EM 21 plan which is designed to maintain a high access rate for immediate high school graduates while expanding services to adult students. Additional information on the enrollment management plans is provided in the Appendix.

To indicate student attendance patterns, Table 3 shows the numbers of students attending part-time and full-time at each campus. The relatively high proportion of part-time students at Green Bay, Milwaukee, Parkside, Superior, Oshkosh and the Colleges reflect the commuter nature of these campuses.

When assessing the budgetary or space needs of a campus, the full-time equivalent (FTE) enrollment is often a more relevant statistic than headcount. For undergraduates, FTE enrollment is determined by dividing the total number of credits taken by fifteen; for master's students, the divisor is twelve; and for doctoral students, the divisor is seven. Table 4 indicates FTE enrollments, by campus for the 2001 fall semester. Campuses with a large number of part-time students (Milwaukee,

Table 3: Enrollment According to Attendance Status (Headcount)

	2001 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	35,211	5,666	13.9%
Milwaukee	15,611	8,224	34.5
Eau Claire	9,454	1,189	11.2
Green Bay	4,302	1,256	22.6
La Crosse	8,203	889	9.8
Oshkosh	8,319	2,610	23.9
Parkside	3,410	1,606	32.0
Platteville	4,852	659	12.0
River Falls	5,122	700	12.0
Stevens Point	7,775	960	11.0
Stout	6,795	985	12.7
Superior	2,014	773	27.7
Whitewater	8,646	1,825	17.4
Colleges	<u>7,862</u>	<u>4,515</u>	36.5
TOTAL	127,576	31,857	20.0%

Table 4: Enrollment (FTE) -- 2001 Fall Semester

	Undergraduate	Graduate & Professional	Total
Madison	26,271	9,764	36,035
Milwaukee	15,115	2,247	17,362
Eau Claire	9,345	201	9,546
Green Bay	4,485	74	4,559
La Crosse	8,025	457	8,482
Oshkosh	8,709	541	9,250
Parkside	3,610	48	3,658
Platteville	4,907	96	5,003
River Falls	5,061	237	5,298
Stevens Point	7,693	198	7,891
Stout	6,669	359	7,028
Superior	2,035	160	2,195
Whitewater	8,242	563	8,805
Colleges	<u>8,587</u>	<u>---</u>	<u>8,587</u>
TOTAL	118,754	14,945	133,699

Parkside, Colleges) have a relatively lower FTE when compared to their headcount enrollment.

A total of 13,165 students of color were enrolled in the UW System in the fall semester of 2001, comprising 8.3% of total enrollment. Of the 159,433 students enrolled in the System, 2.8% are African

Table 5: Enrollment by Race/Ethnicity* (Headcount) -- 2001 Fall Semester

	African American	Hispanic/ Latino	Asian American	American Indian	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	909	962	1,650	213	3,734	40,877	9.1%
Milwaukee	2,002	917	943	183	4,045	23,835	17.0
Eau Claire	78	102	270	70	520	10,643	4.9
Green Bay	36	37	119	106	298	5,558	5.4
La Crosse	85	105	215	54	459	9,092	5.0
Oshkosh	104	115	194	62	475	10,929	4.3
Parkside	422	344	111	34	911	5,016	18.2
Platteville	64	40	61	10	175	5,511	3.2
River Falls	56	80	125	21	282	5,822	4.8
Stevens Point	48	58	120	59	285	8,735	3.3
Stout	78	61	118	35	292	7,780	3.8
Superior	23	16	24	66	129	2,787	4.6
Whitewater	379	197	172	41	789	10,471	7.5
Colleges	<u>182</u>	<u>210</u>	<u>300</u>	<u>79</u>	<u>771</u>	<u>12,377</u>	6.2
TOTAL	4,466	3,244	4,422	1,033	13,165	159,433	8.3%

*Based on optional self-identification at registration.

Americans, 2.8% are Asian Americans, 2.0% are Hispanic/Latino and 0.6% are Native Americans. Table 5 contains enrollment statistics by race/ethnicity for each campus. About 59% of all students of color enroll at either Madison or Milwaukee. Parkside (18.2%), Milwaukee (17.0%), and Madison (9.1%) have the highest proportion of these students, while Platteville (3.2%) and Stevens Point (3.3%) have the lowest.

In 1987-88, the UW System developed a plan to increase diversity and to improve educational quality and access for all UW students. Called "Design for Diversity," the plan spanned ten years from 1988 through 1997 and consisted of seven objectives including a goal to double the number of new freshmen and transfer students of color by 1998. In addition, the plan called for increasing the number of new faculty and academic staff of color by 75% over a five-year time period from 1988 to 1993. The University met a number of the goals included in Design for Diversity including the faculty and staff goal, increasing the number of new faculty and staff of color by 1,076 (76%) between 1988 and 1992. However, new

undergraduate students of color increased by only 849 students (67%) from 1988 to 1997.

In May of 1998, the Board of Regents adopted "Plan 2008: Educational Quality Through Racial and Ethnic Diversity" for the succeeding ten-year period. Like its predecessor, Plan 2008 includes seven goals, although the new goals are somewhat less specific than those included in Design for Diversity. For example, the first goal is to increase the number of Wisconsin high school graduates of color who apply, are accepted, and who enroll at UW System institutions. Strategies for achieving this goal include: increasing and expanding precollege programs; developing recruitment programs targeted to adults of color; increasing recruitment efforts for traditional-age students of color; and increasing participation in precollege programs by American Indian students. Other goals of Plan 2008 are to increase retention and graduation rates for students of color to the level of the student body as a whole, increase financial aid for needy students, and increase the proportion of faculty and staff of color to equal the proportion of these individuals who are available in relevant job pools.

Table 6 compares enrollment of students by race/ethnicity in the Fall of 1991 to the Fall of 2001. During this period, while total enrollment decreased by 1.2%, the total number of students of color increased by 34.6%. However, the increase was not consistent across all race/ethnic groups. For example, the number of Hispanic/Latino Americans increased by 48.9% while the number of African Americans and American Indian students

increased by only 23.3% and 3.5%, respectively.

Table 7 contains headcount enrollment, by sex, for the fall 2001 semester. Systemwide, approximately 55% of the students are women. This percentage has steadied after increasing steadily over the past ten years, reflecting a nationwide trend.

Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 1991 to 2001

	Fall 1991		Fall 2001		% Change 1991 to 2001
	Number	% of Total	Number	% of Total	
Students of Color					
African American	3,621	2.2%	4,466	2.8%	23.3%
Hispanic/Latino	2,178	1.3	3,244	2.0	48.9
American Indian	998	0.6	1,033	0.6	3.5
Asian American	<u>2,984</u>	<u>1.8</u>	<u>4,422</u>	<u>2.8</u>	48.2
Subtotal	9,781	6.1%	13,165	8.3%	34.6%
International	5,520	3.4	5,635	3.5	2.1
White	<u>146,045</u>	<u>90.5</u>	<u>140,633</u>	<u>88.2</u>	-3.7
UW System Total	161,346	100.0%	159,433	100.0%	-1.2%

Table 7: Enrollment by Sex (Headcount) -- 2001 Fall Semester

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	13,998	15,887	53.2%	5,633	5,359	48.8%	19,631	21,246	52.0%
Milwaukee	8,929	10,874	54.9	1,645	2,387	59.2	10,574	13,261	55.6
Eau Claire	4,133	6,092	59.6	109	309	73.9	4,242	6,401	60.1
Green Bay	1,815	3,575	66.3	60	108	64.3	1,875	3,683	66.3
La Crosse	3,535	4,941	58.3	258	358	58.1	3,793	5,299	58.3
Oshkosh	3,860	5,576	59.1	541	952	63.8	4,401	6,528	59.7
Parkside	2,002	2,897	59.1	60	57	48.7	2,062	2,954	58.9
Platteville	3,259	2,047	38.6	70	135	65.9	3,329	2,182	39.6
River Falls	2,127	3,298	60.8	112	285	71.8	2,239	3,583	61.5
Stevens Point	3,675	4,718	56.2	88	254	74.3	3,763	4,972	56.9
Stout	3,774	3,484	48.0	176	346	66.3	3,950	3,830	49.2
Superior	947	1,485	61.1	119	236	66.5	1,066	1,721	61.8
Whitewater	4,401	4,930	52.8	440	700	61.4	4,841	5,630	53.8
Colleges	<u>5,416</u>	<u>6,961</u>	56.2	---	---	---	<u>5,416</u>	<u>6,961</u>	56.2
TOTAL	61,871	76,765	55.4%	9,311	11,486	55.2%	71,182	88,251	55.4%

Stout and Platteville are the only campuses where men comprise the majority of students. Campuses that have larger education and liberal arts programs, such as Green Bay and Eau Claire, tend to have larger proportions of women.

Admission Requirements

Admission policies are developed by the individual campuses, taking into account their mission and resources, with guidance from the Board of Regents. In order to qualify for admission to a UW System institution as a freshman, the applicant must be a graduate of a recognized high school. Such a school is defined as a: (1) high school operated by a public school district; (2) private school accredited by an association that is certified by the U.S. Department of Education and is listed in the Federal Register as an approved accreditation association; or (3) private school not accredited as above that may be recognized by an institution in the UW System based upon the performance of previously-admitted graduates from that school.

If one is not a high school graduate, then evidence must be provided that the requirements for a high school equivalency certificate or diploma have been satisfied by either the GED examination, the Wisconsin High School Equivalency Program or other established criteria.

All UW System institutions require a minimum of 17 high school credits distributed as follows: Thirteen core college preparatory credits -- English (4), Mathematics (3), Social Science (3) and Natural Science (3), and four credits from elective courses. Elective credits may be chosen from the above core college preparatory areas, foreign language, fine arts, computer science and other academic areas. Madison and Eau Claire each require two credits in a single foreign language. Some campuses may

also accept vocational courses for some of the elective credits.

For students who have not had a traditional high school experience, such as those who complete youth apprenticeship programs or graduate from alternative high schools, the UW System has developed a competency-based admission process. Students applying under this process must demonstrate academic preparation in English, mathematics, natural sciences, social science and, in some cases, foreign language at a level comparable to the traditional requirements. The competency-based admissions process was first piloted in a small number of high schools in the fall semesters of 1996 and 1997 and is now available statewide.

While all UW institutions accept scores from the American College Test (ACT) or the Scholastic Aptitude Test (SAT) to determine eligibility for admission, most campuses indicate that the ACT is preferred. However, students who choose to submit SAT scores are not advantaged or disadvantaged in the admission process. Some campuses waive the standardized test requirement for students above a certain age.

Class rank is the primary determinant for admission. According to Regent policy, the UW System will admit all immediate Wisconsin high school graduates who rank in the top quartile of their class, somewhere in the System. Most UW campuses establish "automatic" admissions based on class rank, or a combination of class rank and ACT/SAT scores if the applicant has satisfied the other basic requirements stated above and has applied before the priority date. Additional applicants may be admitted upon further scrutiny as space permits. In addition, an applicant may seek consideration for special admission on the basis of minority group status, physical or learning disability, veteran status, age group or economic or educational disadvantage.

There is no official System or statewide policy

relating to differential admission standards for nonresident or Minnesota reciprocity students. Therefore, each campus sets its own rules. Some campuses, notably Madison, have indicated that, in practice, criteria for admission of non-reciprocity nonresidents are higher than those for residents. In the fall of 2001, the systemwide admission rate was 93% for Wisconsin residents, 73% for nonresidents and 77% for Minnesota reciprocity students.

Transfer students represent a significant portion of new enrollments. Approximately 7,800 undergraduates who enter the UW System each year are transfer students. Of these students, approximately 52% transfer from institutions in other states and U.S. territories. An additional 32% come from Wisconsin Technical Colleges, 13% from private colleges within Wisconsin and the remaining 3% from foreign countries. In addition to new transfer students, approximately 3,770 students transfer among the UW System four-year and doctoral institutions, and 2,100 transfer from UW Colleges to UW System four-year and doctoral institutions.

Campus Characteristics

Table 8 contains various statistics illustrating the unique nature of each of the four-year campuses. Madison, the "flagship" research university of the system, draws its student body from a wider geographic region than do the other campuses. Its freshmen class enters with a higher high school class rank and higher test scores, and statistics indicate that the class will be more likely to graduate and in a somewhat shorter time than do the incoming freshmen at the other UW campuses. On the other hand, Milwaukee, the urban doctoral campus, shows characteristics reflecting the commuter nature of its student body: few out-of-state students and an older student body that attends part-time and graduates at a lower rate in a longer pe-

riod of time.

At least one-fourth of the student body at Stout, Superior and River Falls enter through the Minnesota-Wisconsin reciprocity agreement. Aside from Minnesota students, out-of-state undergraduates do not comprise a significant share of the student bodies at the comprehensive campuses. Of the comprehensive campuses, the student body at Eau Claire and La Crosse most closely resembles the student body of Madison with higher class rank and test scores than most other UW campuses.

The average number of credits taken by Bachelor's degree recipients ranged between 127 credits at UW-Madison to 148 credits at UW-Platteville. The System average credits-to-degree fell from 145 in 1993-94 to 137 in 2000-01. Several factors influence the number of credits that undergraduate students take while earning Bachelor's degrees, including student factors such as accumulating college credit for high school advanced placement courses, changing majors, transferring to other UW institutions, and taking extra electives. Institutional factors that may influence credits-to-degree include the number of credits required for degree completion, course availability, academic advising programs, and the number of credits accepted for transfer.

In addition to credits-to-degree, time to degree is another measure of efficiency. Madison, Eau Claire, Platteville, Stevens Point and Whitewater have the highest six-year graduation rates, while Milwaukee, Parkside and Superior graduate the smallest percentage of entering freshmen within six years. Since 1998-99, all UW institutions have offered voluntary, four-year graduation contract programs under which the campus agrees to provide certain courses and programs and participating students commit to register for, and satisfactorily complete those courses to graduate within four years. Certain programs, which take longer to complete due to internships or specialized courses, are excluded from the contracts. University staff

indicate that relatively few students have signed contracts since the program was implemented. Reasons cited for the lack of interest in the programs include the requirements that a student: (a) be willing to accept enrollment in any course section; (b) enroll for a minimum number of credits each year; and (c) choose a major by the end of the second year. In addition, students who participate in an internship or study abroad program typically cannot do so and graduate within four years. As the UW System increases the number of non-traditional students, time to degree measures will likely change since enrollment patterns of non-traditional students differ from those of traditional students. As a consequence, the UW System will need to develop a new method of assessing time to degree in the future.

The UW institutions with the highest percentage of contact hours taught solely or partially by faculty are Stevens Point (81.1%), La Crosse (74.3%), and River Falls (73.1%). As one would expect, the two doctoral campuses have the lowest percentage of contact hours taught solely or partially by faculty, with 44.1% at Madison and 36.4% at Milwaukee. Parkside, Oshkosh, and Milwaukee rely most heavily on academic staff to perform undergraduate teaching, while Madison utilizes a significant number of graduate students. System-wide, 57.5% of undergraduate contact hours are taught by faculty, 33.2% by academic staff, and 9.2% by teaching assistants.

At the 13 UW campuses that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from approximately 24 to over 134 at Madison. Most campuses offer the traditional liberal arts degrees as well as undergraduate majors in business and education. However, only three undergraduate majors (art, mathematics, and psychology) are offered at all thirteen campuses. Five campuses (Madison, Milwaukee, Platteville, River Falls, and Stout) offer undergraduate engineering programs, three (Madison, River Falls, and Platteville) offer undergraduate

programs in agriculture and there are four undergraduate allied health programs (Eau Claire, La Crosse, Milwaukee, and Stevens Point). The one system school of architecture is at Milwaukee and the school of pharmacy is on the Madison campus. There are five schools of nursing (Eau Claire, Green Bay, Madison, Milwaukee, and Oshkosh). The most prevalent undergraduate degrees granted at UW institutions are in business, social sciences, and education.

The number of master's level programs ranges from three at Parkside, to approximately 47 at Milwaukee and over 150 at Madison. The most common graduate programs are in education. The masters of business management degree is offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, Stout and Whitewater. Madison and Milwaukee are the only campuses that offer doctoral programs. Finally, the professional schools of law, medicine and veterinary medicine are all located on the Madison campus.

Budget

The University's 2002-03 budget totals approximately \$3,496.7 million of which \$1,080.5 million or 30.9% is funded from state, general purpose revenues (GPR). The University's operating budget, by fund source, is shown in Table 9. Not all the funding listed in the table is available for discretionary use by the Regents to support University programs. Significant amounts are dedicated to specific purposes such as: (1) state funds--debt service payments and energy costs totaling \$140.7 million; (2) federal funds--contractual obligations of \$608.1 million; (3) auxiliary operations for activities such as dormitories, athletics, student centers (\$568.3 million); and (4) gifts and trust income (\$387.0 million). Apart from these examples, other funds provided for specific purposes by the Legislature must be used for those purposes; examples

Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2001

	Madison	Milwaukee	Eau Claire	Green Bay	La Crosse	Oshkosh	Parkside	Platteville	River Falls	Stevens Point	Stout	Superior	Whitewater
Profile of New Freshmen													
% of Freshmen who are:													
Minnesota Compact	10.5%	1.2%	23.8%	2.0%	14.0%	1.2%	0.3%	1.7%	41.3%	4.7%	28.3%	33.9%	0.4%
Other Nonresident	24.8	2.2	1.4	4.1	3.8	1.7	9.7	7.7	7.9	5.0	1.7	8.0	5.8
In Top 10% of H.S.	50.0	7.0	17.0	17.0	24.0	10.0	7.0	14.0	15.0	14.0	9.0	11.0	7.0
Average H.S. Rank (Upper %)	12.3	40.9	26.6	26.9	21.1	35.2	43.9	34.1	31.5	28.1	35.4	34.0	37.2
Average ACT Score	26.9	21.9	23.6	22.7	24.2	21.8	19.9	22.5	22.3	22.7	21.6	22.0	21.9
Profile of Academics													
Avg. Attempted Credits to Degree	127	144	140	135	143	146	140	148	136	141	144	140	140
% of Freshmen who:													
Graduate from Same Campus*	75.8	38.8	54.5	42.5	52.5	45.4	25.1	50.3	47.8	53.5	39.3	32.6	51.4
Graduate from Another UW Campus*	2.5	4.1	8.6	12.4	10.1	8.5	10.7	6.0	4.0	9.1	5.2	4.9	6.8
Graduate within Six Years*	78.3	42.9	63.1	54.9	62.6	53.9	35.8	56.3	51.8	62.6	44.5	37.5	58.2
Are Over 24 Years Old	5.0	19.0	7.0	21.0	5.0	14.0	23.0	10.0	7.0	11.0	11.0	25.0	9.0
% of Undergrad Contact Hrs. Taught by:													
Faculty**	44.1	36.4	70.1	66.0	74.3	55.5	48.5	66.5	73.1	81.1	68.6	66.2	62.3
Academic Staff	26.9	43.7	29.9	32.2	25.7	44.5	51.5	33.0	26.9	18.8	31.3	33.8	37.7
Teaching Assistants	29.0	20.0	0.0	1.8	0.0	0.0	0.0	0.5	0.0	0.1	0.1	0.0	0.0
Primary Undergraduate Degrees	Business	Business	Business	Business	Education	Business	Soc Science	Business	Business	Nat Resources	Business	Business	Business
	Soc Science	Nurs/Med	Psychology	Education	Education	Education	Business	Engineering	Ag Science	Education	Technology	Soc Science	Education

*Includes only new freshmen who began full-time and graduated within six years.

**Includes sections taught solely and partially by faculty. Systemwide, the percentage of sections taught at least partially by faculty is 57.5%.

Table 9: UW System Operating Budget -- 2002-03 Fiscal Year

Source of Funds	Amount	Percent
State GPR	\$1,080,504,639	30.9%
Tuition and Fees	625,045,735	17.9
Federal	624,722,413	17.9
Auxiliary Operations	568,326,878	16.3
Gifts and Trust Income	386,989,979	11.1
Indirect Cost Reimbursement	89,632,524	2.6
Operational Receipts	85,463,551	2.4
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>1.0</u>
TOTAL	\$3,496,685,719	100.0%

of this funding include monies provided for laboratory modernization, library acquisitions or increasing racial and ethnic diversity. Indirect cost reimbursements are federal monies for indirect costs of grants and contracts. Operational receipts are fees for services for other operations such as non-credit outreach programs.

Most of the University's GPR budget is provided under three appropriations: general program operations (80.2%), debt service (8.4%) and energy costs (4.6%). The latter two represent items for which an agency normally receives sufficient funds to cover its needs. General program operations cover most instruction, research, student services, academic support and public service activities. The University has the ability to combine the GPR general program operations funds with money received from tuition and certain federal indirect cost reimbursements, creating an approximate \$1.6 billion pool of funds that it may use to run its operations.

In regard to federal funds and gifts and trust income, the bulk of these funds result from specific project proposals at individual campuses. Due to the manner in which these funds are generated, disproportionate amounts come to particular campuses such as Madison, which accounts for most of the System's federal funds (54%) and gift and trust fund income (83%).

Table 10 shows a history, by major funding source, of the UW budget, including budgeted enrollments. Enrollment management targets are shown rather than actual FTE students, because these figures have been used for budgeting purposes since 1987-88. Over the ten-year period, total GPR funding increased at about one-half of the rate of increase in tuition revenue. The largest increase was seen in funding from gifts and trusts, which grew by more than 133%.

The University budgets use the following 12 subprograms. The first three (instruction, research,

Table 10: Ten Year Change in UW Budget, by Funding Source (In Millions)

	State GPR (in Millions)	Tuition (in Millions)	Federal (in Millions)	Gifts & Trust (in Millions)	Other* (in Millions)	TOTAL** (in Millions)	FTE Students***	GPR/FTE Student
1992-93	\$796.1	\$340.0	\$335.2	\$165.7	\$438.0	\$2,075.0	128,412	\$6,200
1993-94	823.0	356.8	351.2	179.4	459.9	2,170.3	126,961	6,482
1994-95	857.0	371.2	374.8	199.8	477.8	2,280.6	126,025	6,800
1995-96	850.2	385.8	438.6	221.4	488.1	2,384.1	126,480	6,722
1996-97	844.4	400.0	436.5	267.9	531.3	2,480.1	126,605	6,670
1997-98	879.8	430.3	459.3	269.4	568.2	2,607.0	127,374	6,907
1998-99	910.6	451.4	479.1	267.3	613.4	2,721.8	127,768	7,127
1999-00	961.1	493.7	517.7	297.9	651.9	2,922.3	128,156	7,499
2000-01	1,034.9	522.2	554.3	320.4	691.9	3,123.7	130,986	7,901
2001-02	1,057.3	570.1	589.6	354.9	741.4	3,313.3	131,837	8,020
2002-03	1,080.5	625.0	624.7	387.0	779.4	3,496.7	133,211	8,111
Annualized Rate of Change 1992-93 to 2002-03	3.10%	6.28%	6.42%	8.85%	5.93%	5.36%	0.37%	2.72%

*Auxiliaries and other program revenues.

**Total excludes UW Hospital which was separated from the UW System in 1996-97.

***Beginning in 1987-88, enrollment management targets have been used for budgetary purposes.

and public service and extension) are considered the primary activities of the University with all other subprograms serving as supporting ones.

1. Instruction (26.4% of the total budget for 2002-03). All activities through which a student may earn credit toward a degree or certificate granted by a university. Also includes costs for curriculum planning and development, departmental research and public service not separately budgeted, and charges for supplies and services budgets, such as clerical, telephone, mailing and publications, used to support instructional activities. Instruction excludes continuing education activities, which are nondegree credit programs, instructional computing costs, except those budgeted on a chargeback basis and intercollegiate athletics.

2. Research (19.8%). All activities conducted under terms of a research contract or project funded by external agencies or from an institution's operating budget. Also includes data processing costs supporting such activities. It includes expenditures for individual and/or project research, as well as those of institutes and research centers. Research excludes such departmental activities as course preparation, curriculum development and institutional studies projects.

3. Public Service and Extension (7.2%). Service activities that produce benefits for individuals or groups external to the institution. Includes continuing education, which are non-degree credit short courses, workshops, and seminars, all other noncredit instruction, cooperative extension services, community service, and broadcast radio and television; for example, WHA-TV.

4. Academic Support (9.0%). All activities related to the collection, cataloging and dissemination of published materials; all instructional computing activities except those budgeted in teaching departments on a chargeback basis; all media, audio-visual and other academic activities which support other subprograms; services which directly assist the academic functions of the institu-

tion; and academic administration.

5. Hospitals (1.3%). This subprogram was removed from the UW budget in 1996-97 due to the transfer of the UW Hospital and Clinics to a separate hospital board and authority. The monies remaining in the budget represent funding for 33 FTE positions and other related activities still in the UW-Madison budget.

6. Farm Operations (0.3%). All activities which provide laboratory farm support including field stations.

7. Student Services (8.5%). All activities such as student health services, financial aids administration, student organizations, intramural athletics, intercollegiate athletics, cultural events, registration and admissions established to provide for the student's social or cultural development, supplemental or remedial instruction, clinical counseling, career guidance and placement. Student services excludes course bulletins, catalogs and timetables.

8. Financial Aid (7.7%). All financial assistance to students such as scholarships, fellowships and loans. Financial aid excludes student employment, which is budgeted among the various other subprograms where such employment is used, and financial aids administrative costs.

9. Auxiliary Enterprises (7.2%). Activities such as student food services, housing and parking which provide services to students, faculty and staff and are managed as essentially self-supporting activities. Auxiliary enterprises exclude power plant overhead costs.

10. Physical Plant (5.2%). Facilities maintenance, operation and security activities. Excluded are space management, capital budget planning and construction liaison, special repair and maintenance projects for campus departments, which are budgeted under other subprograms, and custodial and maintenance services provided to

auxiliary enterprises.

11. Institutional Support (4.8%). Executive management, planning and programming, campus and community relations, general administrative services and support services such as chancellors, academic planning, alumni relations, capital and operating budget planning, administrative data processing and purchasing. Institutional support excludes proportionate salary amounts for those individuals also engaged in teaching activities and also instructional computing, research computing and student services computing.

12. Debt Service on Academic Buildings (2.6%). Principal and interest payments on general obligation debt.

Table 11 provides details of 2002-03 budget allocations by campus as well as source of funds data for the 12 subprograms. Individual campus allocations are determined by System Administration according to past allocations, targeted budgeted initiatives, planned enrollment changes, and planned programmatic changes.

Since 1992, the portions of the University budget devoted to instruction, institutional support, physical plant, and auxiliary enterprises have increased at slower rates than that devoted to research, public service, academic support, financial aid, and student services. Aside from academic support funding, most of the faster growing items are primarily supported by outside funds. In addition, student financial aid increased by 48% in 1995-96, reflecting the implementation of the Federal Direct Student Loan Program at Eau Claire, Milwaukee, and Superior.

Tuition

to set tuition under s. 36.27 of the statutes, which permits the Regents to set separate rates for resident and nonresident students and also for different classes of students, extension courses, summer sessions and special programs. Since 1996-97, UW institutions have been permitted to charge differential tuition rates with the approval of the Board of Regents. Differential tuition rates may be proposed for an entire institution, or more often, for a program within an institution for which there is strong demand or particularly high operating costs. The details of the tuition-setting process and a discussion of the differential tuition rates that have been approved are included in Informational Paper #37, prepared by the Legislative Fiscal Bureau entitled, "University of Wisconsin Tuition."

Table 12 indicates the annual levels of resident tuition which students have been charged at UW institutions since 1992-93. Beginning in 1993-94, Madison and Milwaukee charged different tuition rates as the result of targeted budget initiatives. The table also shows the changes in the percent of instructional costs covered by tuition. Instructional costs include the portion of faculty salaries, fringe benefits, supplies and services, administration, libraries and student services and support costs that are directly related to student instruction. A provision in the 1999-01 state budget provided state funding to freeze 2000-01 tuition for resident undergraduate students at 1999-00 levels. In addition to tuition charges, all students are assessed a segregated fee to finance a wide variety of student activities including parking and transportation services, student activities, student union/center, intramural, and intercollegiate athletics. Unlike tuition rates, segregated fees are determined on a campus basis according to institutional needs. In 2002-03, segregated fees at the four-year campuses range from \$460 at Oshkosh to \$1,023 at Green Bay, while fees at the Colleges range from \$154 to \$232. Total tuition and fees by campus are shown in Table 13.

The Board of Regents is delegated the authority

Table 11: University of Wisconsin System, 2002-03 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)

	2002-03 Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Instit'l Support	Debt Service on Academic Buildings
Madison	\$1,696,085,152	\$368,913,993	\$637,835,627	\$63,709,581	\$129,073,125	\$44,908,060	\$9,799,536	\$114,603,074	\$69,037,794	\$88,231,900	\$81,222,629	\$50,283,197	\$38,466,636
Milwaukee	402,492,787	119,130,103	34,337,062	8,024,146	40,434,604			41,905,924	84,006,118	27,807,799	18,789,720	16,610,671	11,446,640
Subtotal	\$2,098,577,939	\$488,044,096	\$672,172,689	\$71,733,727	\$169,507,729	\$44,908,060	\$9,799,536	\$156,508,998	\$153,043,912	\$116,039,699	\$100,012,349	\$66,893,868	\$49,913,276
Eau Claire	\$134,931,828	\$44,977,389	\$817,423	\$1,437,944	\$13,041,445			\$14,949,906	\$26,044,738	\$14,429,861	\$7,227,688	\$7,400,732	\$4,604,702
Green Bay	73,828,060	20,654,960	767,967	11,658,305	5,918,056			9,434,873	4,179,095	8,864,739	3,889,154	5,519,700	2,941,211
La Crosse	115,278,058	42,416,959	7,859,969	4,280,995	12,439,507			14,653,527	616,628	13,634,898	8,865,695	6,126,165	4,383,715
Oshkosh	130,507,746	50,259,071	1,990,506	6,810,727	11,477,079			14,107,658	6,524,121	20,945,821	6,850,472	7,055,722	4,486,569
Parkside	53,977,494	17,454,921	776,736	1,068,130	5,221,975		608,169	8,590,151	4,586,698	4,033,735	4,341,104	4,783,316	3,120,728
Platteville	76,042,345	30,598,535	311,800	1,098,700	7,620,360			8,969,254	4,248,075	9,193,583	4,319,120	5,724,122	3,350,627
River Falls	68,156,875	25,424,410	396,992	1,344,533	8,099,718		729,618	9,120,991	4,732,759	5,649,991	4,448,970	4,996,133	3,212,760
Stevens Point	119,389,089	42,958,256	1,477,162	6,505,748	11,416,388			13,770,871	8,900,025	15,816,980	6,348,332	7,691,024	4,504,303
Stout	100,805,174	34,446,330	1,313,053	3,332,537	10,712,294			11,912,723	7,433,656	13,114,575	6,524,555	7,977,585	4,037,867
Superior	45,595,090	11,993,484	599,673	924,863	3,088,623			5,178,274	9,779,014	4,989,867	3,300,118	3,933,815	1,807,359
Whitewater	141,525,889	40,306,996	477,001	3,125,163	12,243,475			15,745,362	33,308,965	17,118,830	6,297,159	8,325,155	4,577,783
Subtotal	\$1,060,037,648	\$361,491,311	\$16,788,282	\$41,587,645	\$101,278,920	\$0	\$1,337,787	\$126,433,590	\$110,353,774	\$127,792,880	\$62,412,367	\$69,533,469	\$41,027,624
Colleges	\$72,557,989	\$32,775,726	\$21,430	\$198,981	\$8,323,832			\$9,565,650	\$6,440,139	\$2,365,473	\$5,634,742	\$7,232,016	
Extension	178,080,217	13,785,798		135,412,819	21,645,332			1,009,885			957,245	5,269,138	
System Admin.	14,004,175		36,300									13,967,875	
Systemwide	73,427,751	28,484,999	2,475,010	1,293,572	12,364,904	38,515	95,891	2,424,514	106,383	6,481,721	13,664,494	6,366,948	-369,200
TOTAL	\$3,496,685,719	\$924,581,930	\$691,493,711	\$250,226,744	\$313,120,717	\$44,946,575	\$11,233,214	\$295,942,637	\$269,944,208	\$252,679,772	\$182,681,197	\$169,263,314	\$90,571,700
Source of Funds													
GPR	\$1,080,504,639	\$180,336,132	\$74,073,734	\$64,482,006	\$244,963,544	\$2,047,775	\$6,187,849	\$102,082,323	\$11,872,100	\$0	\$166,046,719	\$137,840,757	\$90,571,700
Tuition	625,045,735	622,871,298		1,163,437				1,011,000					
Other	1,791,135,345	121,374,500	617,419,977	185,744,738	66,993,736	42,898,800	5,045,365	192,849,314	238,072,108	252,679,772	16,634,478	31,422,557	
TOTAL	\$3,496,685,719	\$924,581,930	\$691,493,711	\$250,226,744	\$313,120,717	\$44,946,575	\$11,233,214	\$295,942,637	\$269,944,208	\$252,679,772	\$182,681,197	\$169,263,314	\$90,571,700
% of Total	100.00%	26.44%	19.78%	7.16%	8.95%	1.29%	0.32%	8.46%	7.72%	7.23%	5.22%	4.84%	2.59%

Table 12: Annual Resident Undergraduate Tuition - 1992-93 through 2002-03

Year	Madison		Milwaukee		Comprehensives		Colleges		% of Instructional Cost	
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Comp. Colleges
1992-93	\$2,076	6.7%	\$2,076	6.7%	\$1,686	6.7%	\$1,380	6.7%	30.2%	30.8%
1993-94	2,227	7.3	2,206	6.3	1,792	6.3	1,467	6.3	31.0	30.8
1994-95	2,415	8.4	2,359	6.9	1,916	6.9	1,568	6.9	31.4	31.3
1995-96	2,549	5.5	2,513	6.5	2,041	6.5	1,670	6.5	33.8	33.1
1996-97	2,651	4.0	2,639	5.0	2,143	5.0	1,779	6.5	33.8	34.5
1997-98	2,860	7.9	2,847	7.9	2,312	7.9	1,956	9.9	34.2	35.8
1998-99	3,001	4.9	2,987	4.9	2,426	4.9	2,097	7.2	35.0	38.1
1999-00	3,290	9.6	3,194	6.9	2,594	6.9	2,264	8.0	37.6	36.7
2000-01	3,290	0.0	3,194	0.0	2,594	0.0	2,264	0.0	38.3	37.0
2001-02	3,568	8.4	3,462	8.4	2,776	7.0	2,422	7.0	39.7	36.8
2002-03	3,854	8.0	3,738	8.0	3,000	8.1	2,700	11.5	N.A.	N.A.

Table 13: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2002-03

	Tuition		Segregated Fees Paid by all Students **	Total Tuition and Fees	
	Residents	Nonresidents		Residents	Nonresidents
DOCTORAL CLUSTER					
Undergraduate					
Madison	\$3,854	\$17,854	\$569	\$4,423	\$18,423
Milwaukee	3,738	16,490	615	4,353	17,105
Graduate					
Madison	6,308	21,578	569	6,877	22,147
Milwaukee	6,034	20,400	615	6,649	21,015
Law	8,272	23,720	569	8,841	24,289
Medicine	21,152	32,276	569	21,721	32,845
Veterinary Medicine	15,270	23,304	569	15,839	23,873
COMPREHENSIVE CLUSTER					
Undergraduate					
Eau Claire	\$3,100	13,146	480*	3,580	13,626
Green Bay	3,000	13,046	1,023	4,023	14,069
La Crosse	3,000	13,046	670*	3,670	13,716
Oshkosh	3,000	13,046	460	3,460	13,506
Parkside	3,000	13,046	532	3,532	13,578
Platteville	3,000	13,046	584*	3,584	13,630
River Falls	3,000	13,046	552*	3,552	13,598
Stevens Point	3,000	13,046	510*	3,510	13,556
Stout	3,150	13,196	491*	3,641	13,687
Superior	3,000	13,046	461	3,461	13,507
Whitewater	3,105	13,151	528*	3,633	13,679
Graduate					
Eau Claire	\$4,342	14,952	480	4,822	15,432
Green Bay	4,342	14,952	1,023	5,365	15,975
La Crosse	4,342	14,952	670	5,012	15,622
Oshkosh	4,342	14,952	460	4,802	15,412
Parkside	4,342	14,952	532	4,874	15,484
Platteville	4,342	14,952	584	4,926	15,536
River Falls	4,342	14,952	552	4,894	15,504
Stevens Point	4,342	14,952	510	4,852	15,462
Stout	4,560	15,170	491	5,051	15,661
Superior	4,342	14,952	461	4,803	15,413
Whitewater	4,342	14,952	528	4,870	15,480
Colleges	2,700	11,400	154-232*	2,854-2,932	11,554-11,632

* There is an additional charge of \$103-\$140 for textbook rental on these campuses; on all other campuses, books are purchased by students directly.

** Excludes United Council of UW Student Government's Non-Mandatory Fee Assessment of \$2.70.

UW Personnel

In 2001-02, there were approximately 30,000 full-time equivalent (FTE) positions authorized for the University of Wisconsin. This total includes approximately 27,400 faculty and staff and 2,600 student assistants. University personnel consist of two general categories of employees: classified and unclassified personnel. Those employed in the classified service, such as nurses and clerical staff, are governed by statute and administrative rules established by the Department of Employment Relations. There are over 10,000 UW classified employees. Most classified staff are eligible to participate in collective bargaining, and therefore, have not been the subject of recent legislative discussions regarding compensation.

Unclassified staff are governed by statute, administrative rules and UW Board of Regents policy. There are five groups of unclassified personnel within the UW System: faculty, academic staff, other staff (student assistants and employees-in-training), limited staff and student hourly help.

There are 6,642 FTE faculty positions at UW campuses. By statute, faculty are defined as individuals holding a specific rank within an academic department or its functional equivalent. Their duties include teaching, research and public service. There are four ranks of faculty: instructor, assistant professor, associate professor and full professor. Systemwide, 42.2% of UW faculty are full professors, 25.7% are associate professors, 31.2% are assistant professors and 0.9% are instructors or other unranked faculty. However, the percentage of full professors at the four-year campuses ranges from 23% (Oshkosh) to 61% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 10,753 FTE academic staff. Academic staff are professional and administrative personnel, other than faculty and classified

staff, with duties primarily associated with UW institutions or their administration. Their duties often involve teaching, research or public service, but not all three concurrently. Most academic staff are assigned to one of three compensation categories based on the nature of the work performed:

- Category A includes directors, managers and other professionals who work in administrative support, student services, business services, academic support, and the support aspects of research and instruction. Examples are librarians, counselors and academic planners.

- Category B includes individuals who are not faculty but who engage in instruction or primary research. Examples are lecturers and research scientists.

- Category C includes titles for limited, specially defined or mandated positions such as coaches.

The Madison campus accounts for 58% of all academic staff. Systemwide, approximately 61% of the System's academic staff are Category A, 27% are Category B, 5% are Category C, and approximately 7% are not assigned to one specific category. Each Category A title is assigned to one of thirteen salary grades with a specified salary minimum and maximum. The Category B salaries only have a salary minimum, which is linked on a percentage basis with the systemwide minimum for ranked faculty. More than half of the academic staff are funded from sources other than state tax revenues or academic student fees.

Table 14 shows budgeted, full-time equivalent faculty and staff by campus for 2001-02 for all funding sources, excluding student assistants. Including student assistants, the UW System employs about 44% of all state employees. Approximately 18,700 of the University's positions are supported by general fund revenues (GPR), which represents about 52% of the state's total number of authorized GPR positions.

Table 14: 2001-02 Budgeted Faculty and Staff Positions* (Full-Time Equivalent)

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instruct.	Total Faculty	Academic Staff	Total Unclass.	Classif.	Total Staff
Eau Claire	175	123	142	8	448	238	687	418	1,105
Green Bay	41	53	72	0	166	202	368	199	567
La Crosse	104	94	146	2	346	283	629	324	953
Madison	1,304	354	476	1	2,135	6,253	8,388	5,019	13,407
Milwaukee	257	273	257	2	789	1,037	1,825	1,094	2,919
Oshkosh	84	125	157	3	369	374	742	415	1,157
Parkside	43	46	40	2	131	165	297	192	489
Platteville	88	56	85	1	230	169	399	239	638
River Falls	120	46	78	1	245	141	386	221	607
Stevens Point	168	86	109	8	371	272	644	372	1,016
Stout	117	72	118	0	307	250	557	391	948
Superior	43	30	40	0	113	104	217	148	365
Whitewater	<u>102</u>	<u>117</u>	<u>140</u>	<u>1</u>	<u>360</u>	<u>301</u>	<u>662</u>	<u>384</u>	<u>1,046</u>
Subtotal	2,646	1,475	1,860	29	6,010	9,789	15,801	9,416	25,217
Colleges	80	116	150	0	346	254	600	227	827
Extension	76	118	63	29	286	577	862	265	1,127
System Admin	0	0	0	0	0	55	55	94	149
Systemwide	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>78</u>	<u>78</u>	<u>38</u>	<u>116</u>
TOTAL	2,802	1,709	2,073	58	6,642	10,753	17,396	10,040	27,436

*Includes vacant positions. Does not include 2,592 student assistants in the UW System.

Compensation

Adjustments to UW faculty and academic staff compensation are determined according to the same pay plan process in which compensation levels for all other non-represented state employees are established. Funding for all pay plan increases, both salary and fringe benefit adjustments, is not contained in agency budgets; instead, it is provided in separate compensation reserves for later allocation to agencies' appropriations. The state's non-represented pay plan is usually approved at approximately the same time as the biennial budget, but follows a separate process.

Unlike other state agencies, the Board of Regents submits a pay plan request for UW unclassified employees to the Department of Employment Relations (DER). The DER Secretary then submits a separate recommendation for UW unclassified staff pay increases to the Joint Committee on Employment Relations (JCOER) which can approve, modify or reject the DER recommendation. Any modifi-

cation by JCOER of DER's recommendation is subject to gubernatorial veto.

In addition to regular pay plan increases, UW faculty received additional compensation increases through the biennial budgets in 1985-87 and 1989-91, and through internal reallocations. Provisions in 1997 Act 27, 1999 Act 9, and 2001 Act 16 allowed the University to use tuition revenues to support the unfunded portion of the 1997-99, 1999-01, and 2001-03 compensation plans for faculty and academic staff. Table 15 shows the average salary increase for continuing faculty members (those faculty members present in consecutive years), by campus, for the past six years, along with pay increases for classified state employees and consumer price index changes. The increase in average salary for continuing faculty rather than for all faculty members is used because these figures represent the change in the average salary of the same group of individuals from one year to next and therefore, provide a more accurate reflection of the increases realized by individual

Table 15: Salary Increases for Continuing Faculty Members

Campus	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
Madison	2.8%	5.4%	5.4%	9.7%	7.9%	4.5%
Milwaukee	2.4	4.6	5.0	5.9	5.7	4.1
Eau Claire	2.2	4.5	4.9	6.2	5.9	3.7
Green Bay	2.1	4.1	4.7	5.3	5.1	3.8
La Crosse	2.2	5.0	4.8	5.8	6.7	4.5
Oshkosh	2.1	4.4	4.8	5.5	5.8	3.8
Parkside	2.1	4.4	4.4	5.8	5.5	3.8
Platteville	2.2	4.7	5.1	6.8	6.0	4.7
River Falls	2.2	4.3	4.9	5.9	5.6	4.2
Stevens Point	2.5	4.8	5.1	5.8	6.0	3.9
Stout	2.4	4.4	4.9	6.0	6.5	3.9
Superior	2.8	4.8	5.0	6.9	5.3	4.5
Whitewater	2.5	4.9	5.0	5.7	5.2	3.9
Colleges	2.2	4.3	4.9	5.4	5.7	5.3
Systemwide Average	2.4	4.8	5.1	6.9	6.4	4.2
State Average Classified						
Pay Increase						
Non-Represented Employees	1.8%	3.1%	3.7%	2.0%	3.7%	1.0%
Represented Employees	2.1%	3.0%	3.7%	4.3%	3.7%	0%*
CPI (1996 thru 2001)	3.0%	2.3%	1.6%	2.2%	3.4%	2.8%
National Avg Public Doctoral	4.2	4.6	4.9	4.9	5.2	4.7
National Avg Public Comprehensive	2.3	3.4	4.6	4.6	5.2	4.9
National Avg Public 2-year	4.3	4.2	4.3	4.0	5.8	4.5

* Negotiations for the 2001-03 general wage adjustment provision are in progress and have yet to be recommended for approval to the Joint Committee on Employment Relations.

faculty members. In 1996-97 and 2001-02, salary increases at the doctoral campuses, and many of the comprehensive campuses were lower than the average increases of similar institutions nationwide. However, during most of the years since 1996-97 increases provided to faculty members have equaled or exceeded the national average. UW faculty salary increases systemwide have exceeded the classified state pay increases in each year shown and outpaced the consumer price index in each of those years except 1996-97.

Table 16 shows average faculty salaries, by campus and rank, for 2001-02.

Table 16: Average Salaries of Full-Time, Nine Month Faculty -- 2001-02

Campus	Professor	Assoc. Prof.	Asst. Prof.	Average
Madison	\$92,900	\$70,200	\$59,800	\$79,900
Milwaukee	80,600	62,800	54,300	64,700
Eau Claire	64,000	52,600	45,000	55,000
Green Bay	60,900	52,500	44,200	49,900
La Crosse	68,700	55,100	46,200	54,500
Oshkosh	67,200	54,400	47,600	54,600
Parkside	66,200	57,500	45,900	52,800
Platteville	66,500	52,300	45,900	55,500
River Falls	60,500	50,900	46,700	54,300
Stevens Point	65,100	52,000	44,400	56,500
Stout	63,800	52,000	45,400	54,500
Superior	61,000	50,500	45,500	52,600
Whitewater	68,700	54,800	48,100	54,200
Colleges	59,800	49,200	38,700	49,000

APPENDIX

Enrollment Management

Since 1987, the Board of Regents has attempted to control enrollments in the UW System through a series of plans known as Enrollment Management I, II and III, and a fourth plan known as Enrollment Management 21.

The impetus for the Enrollment Management (EM) plans was the unchecked enrollment growth that occurred in the first half of the 1980s. In the late 1970s, the number of Wisconsin high school graduates peaked at 79,100 per year; about 19,500 of these graduates entered the UW System within a year of graduation, resulting in an access rate, defined as the percentage of high school graduates enrolling, of approximately 24.5%. To a great extent, funding for the System, as well as allocations to the campuses, was enrollment driven; that is, the more students who were enrolled on a particular campus, the more money, both from the state and from tuition, was available to that campus.

Between 1980 and 1985, while the number of high school graduates decreased by approximately 15%, admissions did not decrease by the same margin, causing the access rate to increase to 31%. During this period, total headcount enrollment in the UW System increased from 155,500 to 164,500 students. During the same period, however, funding for UW programs was no longer determined by student enrollments.

Enrollment Management I and II

In 1987, a Legislative Audit Bureau study found that the University's enrollment had been growing at a far greater rate than its resources and that many students did not meet the stated admission standards established by the campuses. From 1979 through 1986, actual student enrollments exceeded

budgeted enrollments by almost 16,000, or slightly more than 2,000 per year. In response to this audit, as well as to concerns expressed by legislators, several measures were adopted by the Board of Regents and the institutions to enhance the quality of undergraduate education. Admission requirements and high school credit requirements were raised at most campuses and in 1986, the Board adopted Enrollment Management I, the goal of which was to reduce enrollments by 7,000 full-time equivalent (FTE) students (5.0%) over a four-year period from 1986 to 1990. These reductions, along with the addition of over 300 new faculty positions provided in the 1987-89 biennial budget, were intended to increase student access to courses and lower the student-faculty ratio. In addition, enrollments were to be increased at Green Bay, Parkside, Superior and the two-year Colleges, which were considered to be under-utilized. Statutory language was approved to ensure that funding for a campus would be based on the enrollment target, rather than the actual enrollment. If a campus exceeded its agreed upon target, as many did, it would have to fund the additional students from its own existing resources. During the period of Enrollment Management I, systemwide, FTE enrollment decreased by 5,709 FTE, or 4.1%. However, headcount enrollment decreased by only 2.8%, maintaining the 31.5% access rate.

EM II, which was approved by the Board for the succeeding four-year period, from the fall of 1990 to the fall of 1994, was intended to further reduce enrollments by 5,685 FTE beyond the EM I target, or an additional 4.3%. These reductions were selected to be less than the projected decrease in the state pool of high school graduates. The second phase of enrollment reductions were, therefore, accomplished without increasing admission standards or excluding those students

who met existing admission standards. The fall, 1994 freshman class of 22,650 was the smallest since 1972. Total FTE enrollments were 928 FTE, or 0.7%, below the final EM II target. Over the eight-year period of 1986 through 1994, enrollments decreased by 13,613 FTE (9.8%).

One of the results of EM I and EM II was that academic qualifications of new freshmen increased. The percentage of freshmen in the top half of their high school graduating class increased from 74.5% to 82.1% and average class rank of incoming freshmen increased from 64.7% to 69.1%. Despite the increase in average qualifications, access to the UW System remained at historically high levels (31.3% in 1994).

By reducing enrollments, the University was able to hold 269 FTE positions vacant as faculty and staff retired, without increasing the student faculty ratio. The money saved by holding these positions vacant was reallocated over a three-year period for purposes which the University considered its highest priorities. This was the basis for the University's Quality Reinvestment Plan, under which a total of \$26.6 million was reallocated for compensation, supplies and expenses, computers and labs, libraries, assessment and professional development and outreach. No provisions were made in the UW's QRP allocation plan that would enable the funds to be used at a later date to assist in accommodating the enrollment increases that were anticipated during EM III (1995-2001).

Enrollment Management III

Enrollment Management III was developed to maintain educational quality while continuing to enroll the same proportion of students. The Board of Regents developed EM III in response to an anticipated increase in the number of Wisconsin high school graduates by over 11,000 students between 1993-94 and 2000-01. Unlike previous plans which were developed at the system level, each UW System campus produced an EM III plan

based on its mission, educational objectives and responsibility to its region. The campus plans identified enrollment changes in three categories: (a) growth that could be accomplished within current base resources (2,454 FTE students); (b) additional growth that would require internal reallocations plus some level of additional state resources (2,914 students); and (c) further enrollment growth that institutions could accommodate only with new state support (3,142 students).

In addition to the above growth of 8,510 students, the EM III plan indicated that an additional 1,500 students could be accommodated without cost through reduction of excess credits taken by students, thus reducing the FTE produced by current students by 1,500 FTE. (FTE for undergraduates is calculated by dividing the number of credits taken by 15.) In order to reduce the average number of credits taken by Bachelor's degree recipients, all UW institutions, with the exception of certain professional degree programs, reduced the total number of credits required for graduation to 120-128. In addition, all UW institutions implemented four-year graduation contracts, increased availability of required courses, improved advising and transfer processes, and encouraged students to earn college credit in high school. As a result of institutional efforts to reduce the number of credits taken, the average number of attempted credits fell from 145 in 1993-94 to 137 in 2000-01.

Table 17 compares target and actual enrollments, by campus, for the fall 1994 semester, which is the base year for EM III, and for fall 2000, the final semester of EM III. Overall, the UW System institutions exceeded the EM III target by 398 FTE within 0.3% of the target. Eight institutions met within 1.0% their FTE enrollment targets. UW-Eau Claire, UW-Green Bay, UW-Superior, and UW-Colleges exceeded their FTE enrollment targets by more than 1.0%, while UW-Oshkosh and UW-Whitewater fell more than 1.0% below their fall 2000 FTE enrollment targets.

Table 17: Summary of FTE Enrollment Change Under EM III

Campus	Base		2000			
	1994 Target	1994 Actual	Target	Actual	Actual Less FTE	Target %
Madison	34,500	34,552	35,499	35,837	338	1.0%
Milwaukee	16,087	15,455	16,720	16,676	-44	-0.3
Eau Claire	9,193	9,241	9,349	9,511	162	1.7
Green Bay	4,210	4,307	4,357	4,430	73	1.7
La Crosse	7,888	7,902	8,399	8,483	84	1.0
Oshkosh	9,007	9,035	9,168	8,934	-234	-2.6
Parkside	3,387	3,376	3,579	3,560	-19	-0.5
Platteville	4,630	4,663	4,887	4,885	-2	0.0
River Falls	4,675	4,814	5,243	5,240	-3	-0.1
Stevens Point	7,637	7,658	7,769	7,785	16	0.2
Stout	6,709	6,675	6,941	6,967	26	0.4
Superior	2,000	2,041	2,200	2,232	32	1.5
Whitewater	8,564	8,650	9,040	8,850	-190	-2.1
Colleges	<u>7,538</u>	<u>6,728</u>	<u>7,835</u>	<u>7,994</u>	<u>159</u>	<u>2.0</u>
System Total	126,025	125,097	130,986	131,384	398	0.3%

- Increase opportunities for Wisconsin students to study abroad.

- Maintain credits-to-degree at or below the systemwide average of 137 credits.

Overall, the total number of new Wisconsin high school graduates is projected to be relatively stable over the next six years at slightly more than 64,000 students. As a result, most of the planned enrollment growth is focused on expanding enrollment of adult/nontraditional students while maintaining access rates of at least 30% for Wisconsin

high school graduates.

Enrollment Management-21

The fourth enrollment management plan, EM-21, began with the fall semester of 2001 and is scheduled to conclude in the spring semester of 2007. The goal of this plan, which was approved by the Board of Regents in May, 2000, is to maintain a high access rate for immediate high school graduates while expanding services to adult students. The goals of EM-21 are focused on the following elements:

- Ensure that the UW System maintains an access rate of at least 30% for resident new freshmen.
- Expand education services to adult/non-traditional students.
- Expand professional, graduate and continuing education to meet the state's needs for nurses, teachers, allied health and other public service workers, as well as the needs of private sector for continuing education.

The EM 21 guidelines indicate that institutions may renegotiate targets based on recent enrollment history and long-term planning goals. Since its implementation in June 2000, targets have been renegotiated for UW-Whitewater (-415 FTE) and UW Colleges (+170 FTE). In addition, the original plan was revised to incorporate budgeted enrollment increases that were part of the 2001-03 budget. Systemwide, additional GPR and tuition funding provided during the 2001-03 biennial budget increased the 2006 enrollment target by 398 FTE; enrollment targets were increased at Milwaukee, Eau Claire, La Crosse, Platteville, Stevens Point, Stout, Superior, and Whitewater.

Under the revised EM-21 plan, total enrollment in the System would increase by 3,485 students from the 2000-01 target of 130,986 to 134,471 students, with enrollment increases at all but three UW institutions. Table 18 compares the base year target in fall 2000 to the final fall 2006 target, as well as EM-21 targets and actual fall semester

Table 18: Target FTE Enrollment Under EM-21 (Fall Semester)

Campus	2000 Base	2006 Target*	EM-21 Change		2000				2001			
			FTE	%	Target	Actual	Actual Less Target FTE	%	Target	Actual	Actual Less Target FTE	%
Madison	35,499	35,615	116	0.3%	35,499	35,837	338	1.0%	35,500	36,036	536	1.5%
Milwaukee	16,720	18,923	2,203	13.2	16,720	16,676	-44	-0.3	17,208	17,362	154	0.9
Eau Claire	9,349	9,429	80	0.9	9,349	9,511	162	1.7	9,371	9,546	175	1.9
Green Bay	4,357	4,357	0	0.0	4,357	4,430	73	1.7	4,357	4,559	202	4.6
La Crosse	8,399	8,075	-324	-3.9	8,399	8,483	84	1.0	8,367	8,483	116	1.4
Oshkosh	9,168	9,185	17	0.2	9,168	8,934	-234	-2.6	9,168	9,251	83	0.9
Parkside	3,579	3,664	85	2.4	3,579	3,560	-19	-0.5	3,629	3,658	29	0.8
Platteville	4,887	5,350	463	9.5	4,887	4,885	-2	0.0	5,000	5,003	3	0.1
River Falls	5,243	5,500	257	4.9	5,243	5,240	-3	-0.1	5,322	5,298	-24	-0.5
Stevens Point	7,769	7,825	56	0.7	7,769	7,785	16	0.2	7,769	7,891	122	1.6
Stout	6,941	6,991	50	0.7	6,941	6,967	26	0.4	6,941	7,028	87	1.3
Superior	2,200	2,235	35	1.6	2,200	2,232	32	1.5	2,200	2,195	-5	-0.2
Whitewater	9,040	8,911	-129	-1.4	9,040	8,850	-190	-2.1	8,850	8,804	-46	-0.5
Colleges	7,835	8,411	576	7.4	7,835	7,994	159	2.0	8,155	8,587	432	5.3
System Total	130,986	134,471	3,485	2.7%	130,986	131,384	398	0.3%	131,837	133,701	1,864	1.4%

* 2006 EM 21 Target adjusted from original target to reflect renegotiated enrollment targets for Whitewater and Colleges, and Systemwide to reflect expanded enrollment in high tech and high demand fields of study.

enrollments in 2000 and 2001.

The plan calls for Green Bay to maintain enrollment at the 2000-01 target levels, while La Crosse would reduce enrollment by 324 FTE students, and Whitewater would reduce enrollment by 190 FTE students. The largest enrollment increase would occur at Milwaukee, which would enroll an additional 2,203 FTE students.

The EM-21 plan assumes that state support for the System will be increased and that individual campuses will generate higher revenues through customized programs to nontraditional students. The Board of Regents will continue to review the targets every two years and may adjust them based on the institutions' progress and state funding levels.